update

Vol. 6, no. 4, 1 March 1993
Published by the Division of Public Affairs,
United Nations Development Programme,
One UN Plaza, New York, NY 10017

Seven new countries from Eastern Europe and the former Soviet Union are granted recipient status by UNDP's Governing Council

The Governing Council of the United Nations Development Programme (UNDP) officially granted recipient status to seven new countries in Eastern Europe and the former Soviet Union. At its Special Session, held in New York from 16 to 19 February, the Council authorized UNDP's Administrator, William H. Draper III, to proceed with programme development in the Republic of Bosnia-Herzegovina, Croatia, the Czech Republic, Georgia, the Slovak Republic, Slovenia, and Tajikistan.

The newly elected Council President, Dr. Martin Adouki, drew attention to the need for increased aid in the wake of recent political upheavals around the globe. "The acute problems of the developing countries, the majority of which are in crisis, make it quite clear how great the needs are of these and other potential new beneficiaries," he said. "Consequently, the mobilization of resources, not just new resources, is a matter of great concern."

Mr. Draper shored up Dr. Adouki's concern by telling the Council that the estimate of 1993 voluntary contributions to UNDP "appears as if it might be below the $1 billion mark for the first time in four years."

"Thanks to increasing commitments, to cost-sharing and other extrabudgetary resources, the overall size of UNDP's programme and delivery is still growing," said Mr. Draper, adding, however, that "our ability to meet targeted levels for planned and ongoing core programmes is jeopardized by the low level of core resources."

Most seriously affected by any cutbacks in core programmes will be the poorest countries with per capita incomes of $750 or less, which receive 87 per cent of the core projected funding. "I must therefore appeal to all countries, donors and recipients alike, to make every effort to meet the Governing Council target," (of eight per cent annual growth) he told Council members.

The Council approved the continuation of development programmes for nearly 20 countries in Africa, Asia, Latin America, the Caribbean, Eastern Europe and the Arab States. Following a report from Mr. Draper on the situation in Somalia, the Council took note of the Administrator's intention to approve projects there on a case-by-case basis. Mr. Draper was also asked to give a report on the status of a recently-approved $20 million programme for rehabilitation in Somalia at the Council's 40th session in June.

Citing UNDP's Earth Summit mandate, the Council also approved the Administrator's decision to launch a comprehensive programme aimed at helping governments strengthen their ability to formulate and implement national sustainable development activities. Specific proposals to implement the programme, known as Capacity 21, including recommendations on how to distribute project resources, will be presented at the June meeting.

In organizational matters, the Council welcomed the new president, Dr. Adouki, who last year served as Vice-President under the Council's 1992 President, Wilhelm Breitenstein, the Permanent Representative from Finland. Dr. Adouki has served since 1985 as the Permanent Representative of Congo.

The Council also elected four vice-presidents. They were Oscar Serrate Cuellar, Permanent Representative of Bolivia, for Latin America and the Caribbean states; Kees P. Rade, of the Permanent Mission of the Netherlands to the United Nations, for Western Europe; Ryszard Rysinski, of the Permanent Mission of Poland to the United Nations, for Eastern Europe; and Bozorgmehr Ziaran, Director of International Economic Organizations, Ministry of Foreign Affairs, Islamic Republic of Iran, for Asia and the Pacific states.

UNDP to set up data communications network to link 11 countries of Eastern Europe and the Commonwealth of Independent States (CIS)

UNDP is setting up a satellite communications network to link 11 Eastern European and CIS countries. The network will be tied into other international communications systems through UNDP.

By giving these newly independent governments access to crucial economic information, this computer network is expected to help ease the region's transition to a market economy. The

In this issue:

Projects approved: **Stimulating economic growth in Asia and the Pacific Region by enlarging trade opportunities • Conserving biological diversity in the South Pacific • Providing technical assistance to ameliorate the negative impacts of Papua New Guinea's Structural Adjustment Programme.**

network will also facilitate cooperation among neighbouring governments.

The first satellite dish was set up in Minsk, Belarus, at the end of February. The other 10 countries to receive a small satellite terminal (VSAT) and matching computer equipment are Albania, Armenia, Bulgaria, Georgia, Latvia, Lithuania, Moldova, Romania, Poland and the Ukraine.

The project will open an unprecedented flow of computer-generated information to these countries from the West and give them access to the UN's database system. With the new communications system, known as the Wide Area Network (WAN), government officials and UNDP representatives will be able to communicate in a matter of seconds with other governments, UNDP field offices, and UN agencies. Eventually, the WAN is also expected to link up with the AGORA Bulletin Board and Conference System in Italy, an information network for parliamentarians.

Once the VSATs are installed, a second phase of the project will establish a remote communications system enabling field workers in distant outposts of each country to receive and send information over the telephone or with portable radios designed to pick up satellite transmissions.

Some $350,000 in startup costs for the project were donated by the Dutch and Swedish communications organizations. This will pay for the charges pertaining to the initial hardware and the cost of the satellite hook-up. Subsequent charges for additional hardware and its installation will be assumed by UNDP.

UNDP publishes book critical of technical assistance aid in Africa

A book published by UNDP about the shortcomings of technical assistance in Africa provides a list of recommendations on how to more effectively help developing country governments improve their management capacity.

The book, "Rethinking Technical Cooperation: Reforms for Capacity Building in Africa," was published by the Regional Bureau for Africa. Elliot J. Berg, a vice president of Development Alternatives, Inc., served as its coordinator.

Traditionally, it has been generally agreed that the ideal form of foreign aid is technical assistance, whereby outside experts come in and help a country build its own trained staff and institutions — both government and private — to make the country's development successful and self-sustaining. Then, the outsiders leave, having done themselves out of a job.

In assessing the effectiveness of technical aid in Africa, where development needs are greatest, the book found that dramatic reforms are needed in the way this assistance is carried out.

"The problem is that technical cooperation has left behind too little indigenous capacity. It has not worked itself out of Africa," the book asserts, adding that "tens of thousands of expatriate personnel are still present, and many institutions critical to the functioning of a modern state simply do not work very well."

The book cites a number of practical ways to remedy some of the existing problems with technical assistance — which amounts to about $3.5 billion in foreign aid a year. One proposed change would use local consultants or short-term coaches rather than resident expatriate experts, who often would rather get the job done than train their local counterparts.

The book also proposes including the outside expert in a government's hierarchical structure as part of a government team, working with nationals as a peer, subordinate or supervisor until a national can take his or her place. "The fact that the post is established makes sustainability more likely," the book says, noting that countries like Botswana use such models for some of Africa's best-managed assistance.

Still another recommendation is to introduce cost-consciousness. The book suggests asking donors to "unbundle" aid packages to separate technical assistance from hardware, supplies, travel grants and other "fringes" which are disguised forms of budget support for badly needed recurrent expenses. By unbundling these packages and charging fees for the type of assistance received, developing countries would be allowed to make their own hard choices among aid tools.

"Rethinking Technical Cooperation" is available for sale at $17.50 from the United Nations Bookstore, UN Secretariat, New York, NY 10017. For information, contact: Ms. Sakiko Fukuda Parr: 212-906-6033.

UNDP to fund report on urban environment and poverty innovations in nine mega-cities

Living conditions for the urban poor have steadily declined and are expected to get even worse in upcoming years. UNDP is funding a report that will study and analyze different ways urban communities have been able to improve living conditions through innovative environmental and poverty-reduction initiatives in nine major cities. This case-studies report will be overseen by Mega-Cities Project Inc., a US-based non-governmental organization (NGO).

The projects to be studied include a community-organized cooperative in Buenos Aires that built one of the largest sewerage

treatment plants in that city, providing service to more than 5400 families. In Cairo, a partnership between community residents and the private and public sectors led to the creation of thousands of jobs following a revamping of the city's arcane garbage collection system. In Mexico City, a group of innovative squatters have built earthquake-proof houses from indigenous materials and also a waste treatment system that filters enough water for aquaculture and community gardens as well as producing fertilizer that is later sold for profit.

After the case studies are drawn up, they will be presented for discussion at a nine-day meeting in Jakarta that begins on 1 August. Subsequent to that, a report will be prepared so that others may profit from this exchange of information.

The report will respond to a dramatic demographic phenomenon: by the year 2000, for the first time in history, more people will live in and around cities than in the country, thanks to explosive population growth and an ongoing urban migration. At this time demographers estimate there will be 21 "mega-cities" with populations of 10 million or more. Of these, 18 will be in developing countries, including some of the poorest nations of the world.

UNDP to fund information exchange on privatization efforts in Eastern and Central Europe

A network set up to aid privatization efforts in Eastern and Central Europe has received an additional UNDP grant of $400,000, which will be used to further promote information sharing in the region.

The network is aimed at bringing together government officials from different countries to address specific topics on privatization efforts in workshop meetings and larger regional conferences. Other network activities include coordinating special studies, publications and an information centre on the implementation of privatization.

Founded in June 1991, it initially included government and other officials from Bulgaria, the former Czechoslovakia, Hungary, Poland, Romania and Yugoslavia. The additional grant will allow the network to expand to Armenia, Belarus, Croatia, Estonia, Kazakhstan, Latvia, Lithuania, Moldova, and Turkmenistan.

Approved projects

(all projects subject to modification; sums quoted in US dollars)

Technical assistance for the Special Intervention Project (SIP) in Papua New Guinea — The government of Papua New Guinea established in 1991 an SIP to ameliorate the negative impacts of its Structural Adjustment Programme on the most vulnerable segment of the population. The programme will: 1) address urgent social needs by generating employment opportunities and by providing health, water supply, road and drainage facilities through major capital investment; 2) provide home financing for low- and middle-income home owners; 3) strengthen the implementation and absorptive capacity of the government through technical assistance; and 4) support small industry development also through technical assistance.

The total cost is $57 million, of which $43 million — or 76 per cent — is provided in a mix of concessional loans and grants from the World Bank and other donors. Implementation started in 1992 and the government has now asked UNDP to help implement a World Bank-financed technical assistance project covering the construction, housing and small industry sectors.

The project has dual objectives. It directly supports the implementation of the SIP by providing technical expertise. And it contributes to institution-building within the government offices involved.

World Bank contribution: $4,224,000. Executed by UNDP's OPS. (PNG/92/013)

Regional projects

Strengthening capacities for growth through trade and investment in Asia and the Pacific region — Economic growth is considered an essential pre-condition for broad-based sustainable development. Enlarging the opportunities for trade is one proven method to stimulate economic growth. In Asia and the Pacific region, many countries have attained significantly less than their potential, primarily because of shortcomings in governments' abilities to effectively formulate and translate policies into operational programmes. To enlarge their trading opportunities, the project will sponsor workshops and seminars to offer countries technical know-how to reshape policies, strengthen and re-orient institutional systems, and improve trading skills.

The programme aims to help countries strengthen the management capacities of and cooperation between government institutions, academic and research institutions and the private sector. All studies, workshops and seminars will be undertaken in association

READEX
FICHE

with regional and national institutions.

UNDP contribution: $11,000,000. Executed by participating governments, the United Nations Conference on Trade and Development, the World Intellectual Property Organization, the Economic and Social Commission for Asia and the Pacific and the International Trade Commission. (RAS/92/041)

South Pacific Biodiversity conservation programme — The South Pacific is characterized by extremely fragile near-shore and onland ecosystems which contain significant biological diversity and a variety of unique species, possibly the world's highest proportion of endemic species per human inhabitant or unit of land area. Many species are increasingly endangered due to the mounting pressure of population growth and ecologically unsustainable development activities.

Most of the land and near-shore areas are privately owned by local clans and communities. Consequently, the programme is designed to help these communities strengthen their capacities to manage conservation efforts. It will be executed by the South Pacific Regional Environment Programme (SPREP).

To protect the biological diversity of 15 Pacific Island states, the programme will facilitate the establishment of diverse Conservation Areas in which there are agreed criteria for the development of long-term ecological sustainability. An important focus for each area will be the improvement of the economic and social well-being of local communities. Development activities and practices to minimize the impact on endangered species and their ecosystems will be promoted at the community level, through in-country conservation projects, to be implemented and managed by a community-linked conservation Area Coordination Committee.

This conservation effort will be funded by the Global Environment Facility (GEF), a comprehensive programme that gives special consideration to global environmental problems. The GEF is managed jointly by UNDP, the World Bank, and the UN Environment Programme.

The programme was selected by UNDP as a model for the involvement of NGOs at a GEF-NGO conference held in Washington in March 1992. It will play a central coordinating role among regional and national biodiversity-related activities supported by various donors. It will also cooperate with sectoral programmes in fisheries, forestry, agriculture, water resources, education, small industry, rural development and poverty alleviation, especially those under the UNDP country and subregional programmes.

GEF contribution: $9,491,500. Executed by the SPREP. (RAS/91/G31)

Printed on recycled paper.

United Nations
Development Programme
One UN Plaza
New York, NY 10017

Human Development

undp

update

Vol. 6, no. 5, 15 March 1993
Published by the Division of Public Affairs,
United Nations Development Programme,
One UN Plaza, New York, NY 10017

UNDP Joins UNHCR and WFP in Launching New Funding Appeal for Cambodia's Rehabilitation and Reconstruction

The United Nations has launched a joint appeal for $53 million to fund a crucial rehabilitation and reconstruction programme in Cambodia. Joining in the appeal at a donors meeting held on 25 February in Phnom Penh were representatives from the United Nations Development Programme (UNDP), the World Food Programme (WFP), the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Transitional Authority in Cambodia (UNTAC).

The appeal presented the revised requirements of UNHCR, WFP, and UNDP, under the overall coordination of UNTAC, to ensure the effective completion of the reintegration assistance programme in 1993 and 1994. It updated the UN Secretary-General's Consolidated Appeal for the Cambodia Repatriation Operation of 14 February 1992.

UNDP is seeking funding to cover the outstanding needs of an ongoing Area Development Programme (ADP) in four northwestern provinces; an infrastructure rehabilitation programme that involves rehabilitating Route Nationale 5 and the Phnom Penh-Sisophon Railway; and an income generation programme. For the ADP, UNDP also hopes to expand its efforts into two or more densely populated provinces in southeastern Cambodia, where returnee numbers—now estimated to be 360,000—are higher than originally anticipated.

The joint appeal specifically asked donors for $39.8 million to cover UNDP's expenses as the lead organization coordinating and funding of the Cambodia development and rehabilitation programmes during 1993. UNHCR requested an additional $6 million to continue resettlement efforts until mid-1993, while WFP asked for an additional $7.2 million to ensure continuing food assistance for all returnees.

The appeal received favourable responses from major donor countries including France, the Netherlands, Sweden, the United Kingdom and the United States. But so far only the UK has made a specific pledge of $140,000.

The ADP and the Cambodia Resettlement and Reintegration (CARERE) programmes assist communities where target populations are expected to settle, rather than assisting the target groups directly. The programmes have established three province-based technical teams comprised of agriculturalists, engineers, community development specialists and employment generation experts. These teams, known as Provincial Support Units, have helped local administrations and donors identify requirements, mobilize resources, coordinate funds and implement community development projects that meet communities' needs. Activities currently underway there have involved the rehabilitation of 157 kilometres of secondary roads; the construction or rehabilitation of 105 schools (partly funded by UNHCR); water and sanitation projects; demining activities; and agricultural and vocational training.

UNDP is also funding a broad employment generation programme with the International Labour Organisation as well as an emergency infrastructure rehabilitation programme. Like CARERE, the infrastructure programme emphasizes building national capacity, largely by providing on-the-job training for local engineers, managers and other workers.

G. Arthur Brown, former UNDP Associate Administrator, Dies in Jamaica

George Arthur Brown, a UNDP Associate Administrator until he retired in 1990, died on 2 March at his home near Kingston, Jamaica. Mr. Brown, who succumbed to cancer at the age of 70, was remembered by UNDP Administrator William H. Draper III, as one of UNDP's "greats."

"In his understanding of development issues and the role played by outside cooperation, Arthur Brown had few equals in the United Nations system," Mr. Draper said.

Mr. Brown, who was born in Jamaica in 1922, completed his education at the London School of Economics and then joined Jamaica's Ministry of Finance. He served as Governor of the Bank

In this issue:

Projects approved: **Improving the Quality and Competitiveness of India's Automotive Industry • Promoting Privatization in Eastern Europe and the CIS • Helping Asia Identify and Solve Energy and Environment Problems • Improving the Capacity of Developing Country Governments to Manage Human and Financial Resources**

of Jamaica from 1967 through 1977. During that time, he was also Economic Adviser to the Government and later a member of the Economic Council of the Cabinet. In addition, Mr. Brown was active in a wide range of national and international development institutions, serving among other things as Chairman of the Board of Directors of Air Jamaica, the Sugar Manufacturing Corporation and the Jamaican Export Credit Insurance Corporation, as Director of the Jamacia National Investment Company and as alternate Governor of the World Bank and its affiliates.

Mr. Brown joined UNDP in May 1978 as Deputy Administrator. He served as UNDP Associate Administrator from January 1984 until April 1990. At the time of his death, Mr. Brown was chairman of the Council of the Mona Campus of the University of the West Indies. He is survived by his wife, three daughters, and a son.

UNDP to Sponsor Arab Conference on Global and Regional Trade Development

A two-day conference on trade will be held for the Arab states this April in Abu Dhabi, United Arab Emirates. The UNDP-sponsored gathering is aimed at promoting an exchange of information among national policy makers, government officials, and representatives of other international and regional organizations.

Beset by sluggish economies, many Arab states have recognized the need to adopt market-oriented reforms to promote trade. The region has seen a sharp decline in exports since 1980, when they soared to a peak of $235 billion due to a dramatic rise in oil prices. By 1989, the value of the region's exports in absolute terms had dropped to $116 billion. Political and social upheavals have also served to stem the flow of trade in the Arab states.

At the conference, experts will map out a realistic, long-term strategy for a technical cooperation programme to develop trade in the Arab region. They will also examine what role the private sector should play in the development of intra-Arab trade.

UNDP Helps Vietnam Prepare for Donor Roundtable

UNDP is helping the government of Vietnam prepare a two-volume report on the country's development objectives to be presented at an upcoming donor roundtable conference. UNDP will also assist the government in organizing the two-day conference, which will be held in Geneva in October.

The first volume of the report will include an analysis of the major macroeconomic and sectoral issues affecting development in Vietnam and a strategy for achieving national goals. The second document will present more detailed and scientific programmes and projects for which external assistance is being sought.

In recent years, Vietnam has received relatively little external assistance. Now, however, a growing international commitment has emerged in support of the country's economic and social development and the amount of assistance received from donors is expected to increase dramatically. A major challenge facing Vietnam is to ensure that this assistance is used effectively.

Recognizing the limits of its current capacity to effectively manage the expected increased flow of external aid, the government of Vietnam has asked UNDP to assist in strengthening its ministries' aid planning and management capabilities. The documents UNDP is helping the government prepare for the roundtable conference will set forth a clearly-defined development strategy.

UNDP to Implement New Technical Support Project for Economic Reform in Mongolia

UNDP is implementing a new $755,000 project that will help Mongolia institute crucial economic reforms. In the past, Mongolia's economy was tied to that of the former Soviet Union. In the 1980s, 95 per cent of the country's trade took place with that now-defunct state. In 1990 and 1991, Mongolia replaced its communist government with a democratic one and began to move away from state planning towards a market-oriented economy.

Mongolians have had to pay a price for economic reform. Loose monetary and fiscal policies are credited with hiking the monthly inflation rate to an average of 12 per cent in 1992. Exports and imports, measured in dollars, fell by 22 per cent and 43 per cent respectively in 1991. Unemployment is currently estimated to be as high as 16 percent.

To help the government address these problems and complete its reform process, UNDP and several multilateral and bilateral donors are providing assistance at the macroeconomic policy level. UNDP has funded long-term advisors in the areas of foreign investment policy, aid coordination systems and medium-term planning. With USAID funding, UNDP has also provided Mongolia with a team of short-term economic experts who are giving advice in a number of key areas and teaching basic courses in economic theory. The increased support will provide longer-term advisors in crucial areas, including regional development, market research and privatization.

UNDP Provides Emergency Assistance to Liberia's Internally Displaced

UNDP is providing an additional grant to help about 200,000 Liberians who have been displaced since last October by civil unrest. Most of the displaced have converged on the capital city of Monrovia, putting tremendous strain on this already overpopulated urban center.

Last year, UNDP, along with the United Nations Special Coordinator's Office in Liberia, coordinated relief activities that enabled a large number of the displaced to be transported to various shelters, where food, medical assistance, water and sanitation were provided. Since the fall, more than 200 shelters have been built in government buildings, schools, offices, mosques churches and hospitals to accommodate about 30,000 people. Recently, a new UN camp in the area has been established to help house the remaining displaced people. The new $50,000 grant will be used to aid the coordination of the latest relief effort in Liberia.

UNDP to Support Veterinary Training in Libya

Some 100 veterinarians from Libya will receive training under a UNDP-sponsored project that aims to increase the incomes of rural livestock owners. The $250,000 project will fund individual fellowships, study tours and group training in order to enhance the technical and managerial knowledge of national veterinarians. Some of the grant money will also be used to purchase equipment.

The project aims to reduce the number of livestock killed by disease, and increase the production and quality of meat and milk in Libya. This is expected to raise the income of livestock owners, make better use of resources, and strengthen the pastoral sector of the country's economy.

TCDC Conference Held on Spare Parts Reconditioning

Some 21 developing countries from Asia, Africa, Latin America and the Caribbean participated in an interregional workshop on spare parts reconditioning that was sponsored by UNDP's Special Unit for Technical Cooperation Among Developing Countries (TCDC). More than 30 bilateral agreements resulted from the workshop, which was held 12 to 14 January in Cuba. They included offers of mining equipment from Chile; bearings from Vietnam; sliding bearings for the fishery industry from the Philippines; a specialist exchange programme with Peru; and electrodes material for research from Venezuela. Another important result of the conference was the establishment of a scientific-technical exchange network on spare parts reconditioning.

Approved projects

(all projects subject tot modification; sums quoted in US dollars)

India — An Automotive Parts Quality and Development Centre will be established with UNDP assistance in Punjab to improve the quality and competitiveness of small-scale firms producing automotive parts. Within the centre, a Statistical Quality Assurance (SQA) unit will be established and engineers will be trained to carry out SQA audits. Hands-on training facilities and SQA programmes in component testing and design will be provided by the Centre for staff of the small-scale firms.

UNDP contribution: $4,194,000. Funds will provide for international experts, fellowships, study tours and training workshops. Equipment for test laboratories will also be provided. Executed by the Department of Industries, State Government of Punjab. Implemented by the Department of Industries and the United Nations Industrial Development Organization. (IND/93/004)

Regional Projects

Turn Around Management Programme (TAM) — To help ease the transition to a market economy in the countries of Eastern Europe and the Commonwealth of Independent States, UNDP is supporting a project to help the region's governments restructure state-owned or formerly state-owned enterprises.

Falling Eastern exports, shrinking domestic subsidies and a lack of management experience within the open market has threatened the very survival of many existing enterprises. As privatization efforts gear up in the region, only 10 per cent of these businesses are expected to easily find buyers. But another 50 per cent can be described as salvageable. The TAM project aims to train the managers and leaders of the enterprises that appear salvageable to more effectively operate their businesses in an open market.

UNDP contribution: $1.3 million. The European Bank for Reconstruction and Development (EBRD) will provide $300,000 for all the facilities, equipment and most of the administrative costs of the project. Executed by the EBRD. (RER/93/001)

Programme for Asian Cooperation on Energy and the Environment — This Programme will promote cooperation among Asian countries in identifying and solving energy and environmental problems. It will establish energy and environment databases and train national technicians, managers and executives to use the most advanced techniques of producing and utilizing coal, while minimizing adverse impacts on the environment. Their knowledge about the range of environmental impacts related to petroleum and gas production in the region will also be broadened. The programme is expected to help the countries formulate sustainable rural energy system development strategies.

UNDP contribution: $6,989,219. Australian Government's contribution: $2,056,314. French Government's contribution: $727,273.

Funds will provide a programme coordinator, a programme assistant, a secretary, and an environment adviser. Advisory services will be included and training, workshops and seminars will be supported. Executed by the Economic and Social Commission for Asia and the Pacific, the Asia Pacific Development Centre and by participating governments. Implemented by the Ministries of Energy and Environment, Regional and National Institutions. (RAS/92/067)

Interregional Project

Management Survey Missions in Africa, Asia and the Pacific, Latin America and the Caribbean, Arab States and in Europe and the Commonwealth of Independent States — UNDP's Management Development Programme was established in response to many countries' urgent needs to improve capacities to manage human and financial resources. Its purpose is to help governments design and carry out long-term strategic programmes that will enchance management and lead to sustainable improvement in the way they run the public sector. The Programme will initiate improvement plans for public sector management in 20-25 countries and monitor the implementation of ongoing programmes in 50 other countries.

UNDP contribution: $2,409,000. Funds will provide international and national consultants in organizational development, financial management, information systems, civil service personnel management and economic policy implementation. Executed by UNDP's Office for Project Services. (INT/90/516/INT/90/526/INT/90/536/INT/90/546/INT/92/556)

Printed on recycled paper.

United Nations
Development Programme
One UN Plaza
New York, NY 10017

Human Development

undp

update

Vol. 6, no. 6, 29 March 1993
Published by the Division of Public Affairs,
United Nations Development Programme,
One UN Plaza, New York, NY 10017

UNDP to Provide Additional Support for Eritrea's Emergency Rehabilitation Programme

The United Nations Development Programme (UNDP) will provide $995,600 to support an emergency Recovery and Rehabilitation Programme in Eritrea that aims to boost the country's economy and reduce its food deficit.

The provisional government, which has been in place since May 1991, faces the formidable task of rebuilding a country where almost 70 per cent of the population has in the past been dependant on relief assistance. The country's economy and infrastructure were devastated by nearly 30 years of civil war. A lack of foreign exchange and investment seriously curtailed most industrial activity. Agricultural output has been seriously hampered by damaged roads and inadequate water and energy supplies, among other barriers.

The government developed the Recovery and Rehabilitation Programme in order to identify the critical investments needed to restart essential economic activity and increase indigenous food supplies. Most available government resources are currently being used to keep crucial systems running in social areas such as health. Funds, from sources including UNDP, the World Bank and major donors, were recently culled to support other priority areas. These include projects aimed at restarting industrial and agricultural activity and rehabilitating infrastructure, particularly roads and water supply systems.

In order to ensure that the external assistance is utilized in a timely fashion, the government, with support from donors, established a Programme Management Unit in the Department of Economic Development and Cooperation to manage the overall implementation of the Recovery and Rehabilitation Programme. This UNDP project will provide the essential expertise, facilities and resources to enable the programme unit to function effectively.

UNDP hosts Environment Technology Workshop for the Nordic Business Community and NGOs

Technology, often the villain in environmental and development scenarios, can play a hero's role if permitted, a senior UNDP official told scores of entrepreneurs, industry managers and representatives of non-governmental organizations (NGOs) from four Nordic countries gathered in Copenhagen.

"Our joint action — our partnerships for technology cooperation — will contribute to improving the competitiveness of developing countries, promote participatory sustainable development and greater stability, and make planet earth safer and more sustainable," UNDP's Associate Administrator Luis Maria Gomez said at a two-day conference hosted in early March by UNDP to explore the role technology can play in protecting the environment and fostering sustainable development.

The workshop provided an information exchange between policy makers and entrepreneurs. It also outlined a practical approach to allow the Nordic business community and NGOs to become more effective partners with the UN system in supplying the rapidly growing demand for environmental technology and know-how in developing countries.

Participants discussed areas where UNDP assists partner countries, and where Nordic countries hold specific expertise. Six topics were addressed: energy use and efficiency, ozone depletion, water management, forest management, cleaner production, and policy and planning.

UNDP Book Examines Problems Behind Recent Privatization Efforts in Poland and Yugoslavia

A new book based on in-depth studies of six enterprises in Yugoslavia and Poland shows that many companies in the region suffer from

In this issue:

Approved Projects: Preserving the biodiveristy of Argentina's Patagonian Coastline • Assisting the Repatriation and Resettlement of Cambodia's Displaced Population • Helping India Cope with Environmental Health Problems • Strengthening the Management Capacity of Local Government in the United Arab Emirates

structural inadequacies—ranging from a lack of marketing competence to less than state-of-the-art technology—which make it difficult for them to compete in the Western market. The book offers recommendations to policy makers and managers in Central and Eastern Europe on policies and restructuring measures which will facilitate the adjustment of enterprises to new conditions. A major concern is how to protect basically viable businesses from bankruptcy during the transition period.

Titled "Turnaround in Eastern Europe: In-Depth Studies," the book was published by UNDP and written by Dr. Derek Abell, Professor at the International Institute for Management Development in Lausanne, Switzerland. Dr. Abell based his book on his experiences in Poland and Yugoslavia as a UNDP consultant. Together with local experts, he developed case studies of six industries under restructuring, which are now available for teaching purposes.

The book explains how newly imposed reform policies — such as tight credit and foreign exchange reforms — have often added to the challenge of restructuring efforts. So have traditional layoff restrictions.

In examining these problems, the book makes specific suggestions to managers about what their restructuring priorities should be. It urges the development of focused product and market strategies, mechanisms for new product development, and better cost management procedures. It stresses the need to expose senior Eastern managers to Western business practices.

The book also contains recommendations for economic policy makers and argues for a closer appreciation of the relationship between macro-economic reform policies and micro-economic efforts. It suggests softening "shock therapy" economic reforms—including privatization, anti-monopoly action, reduction of subsidies, removal of protections, and sounder credit practices—in order to strike a balance between promoting change and driving some of the best enterprises into bankruptcy.

To obtain a copy of "Turnaround in Eastern Europe," contact UNDP's Management Development Programme unit: 212-906-6883, 6637.

UNDP to Provide Support for Fiscal Reform in Lebanon

UNDP is providing technical support for a project designed to help the Lebanese government's Ministry of Finance improve its capacity to effectively collect, manage, administer, and account for the public finances of the country. The project also aims to help the government improve its capacity to institute crucial fiscal reforms.

Last year, the country's economic situation took a turn for the worse after picking up briefly in 1991 following years of civil war. This was largely the result of a ballooning fiscal deficit that rose to 58 percent of total expenditures in 1992. The deficit inspired serious inflation, led to an exodus of capital from the country, and sparked a rapid depreciation of the exchange rate.

The government responded to the fiscal crisis by withdrawing its proposed 1992 budget. It requested UNDP and the International Monetary Fund to field a mission to review the revenue structure and recommend measures to improve its performance. A report on the findings of the March 1992 mission contains a wide range of recommendations for fiscal reform, focusing in particular on the need for tax and customs reforms.

Since the report was made available in June 1992, the government has moved quickly to introduce some of the revenue measures recommended in the report. These include an increase in the rate of valuation of all imports, a hike in gasoline taxes, and the improved collection of fines and fees on real estate and infringements on public property. In order to help the government institute further fiscal reform, UNDP was asked to provide immediate technical support to enable the Ministry of Finance to regain the basic skills and tools needed to prepare its budget, conduct fiscal planning and make debt service payments. UNDP will help recruit and train national consultants and assist in the procurement of essential computer equipment.

UNDP Project to Assess Impact of the Illicit Drug Trade on Latin America and the Caribbean.

UNDP will help countries in Latin America and the Caribbean develop up-to-date macroeconomic assessments of the impact of illicit drugs on their economies. These assessments are aimed at promoting an exchange of information between governments on the best ways of eliminating this scourge from the region.

The project responds to wishes of a number of Latin American and Caribbean countries which want to improve their understanding of the economic scope and impact of the illicit drug trade. Throughout the region, drugs have proved a highly attractive business to both the rural and urban poor. In Bolivia, for example, about 10 percent of the labour force was estimated to be involved in the cocaine business in 1989.

After examining the socio-political conditions that have led to the expansion of this illegal industry, the project will propose innovative models in support of the development of more effective anti-drug policies for the region. It will be carried out in conjunction with the United Nations Drug Control Programme.

a t e

UNDP Approves Humanitarian Grant to Rwanda

In an effort to help those displaced by the civil war in Rwanda, UNDP is preparing for a donor conference in May. As a first step, UNDP will fund a project aimed at assessing the country's humanitarian needs.

Up to a million peasants are reported to have fled the countryside in the last two months. They will be unable to plant food crops during the current rainy season unless the cease-fire declared on 9 March holds. The government recently participated in peace talks with opposition leaders based in Tanzania in an effort to reach a final settlement of the 29-month-old civil war.

In approving the country programme for Rwanda last month, UNDP's Governing Council endorsed a round table meeting on humanitarian assistance, to be held in Geneva, Arusha or Kigali. The major objective of the round table would be to raise funds to meet immediate critical needs for the internally displaced population and carry out a medium-term plan for their resettlement and rehabilitation. The round table would also allow donors to review with the government the best strategy for carrying out this plan on a medium and long-term basis.

UNDP Project Aims to Promote Technical Cooperation between Four Countries in Northeast Asia

UNDP is funding a project aimed at formulating three programmes of technical cooperation between four countries in Northeast Asia: China, Mongolia, the Democratic People's Republic of Korea (DPRK) and the Republic of Korea (ROK). The three areas to be covered by the regional initiative are temperate food crop production; air pollution and energy usage; and new and renewable sources of energy.

Currently, no formal cooperation on development issues exists between the four governments. But given the harsh climate in each country, food crop production as well as an adequate and cost-effective energy supply are of paramount importance to the sub-region. The environmental problems caused by an excessive dependence on coal as the main source of energy also need to be immediately addressed. Considerable effort in both the food crop and energy sectors has been made individually by each country in the sub-region. And it is believed that by facilitating an exchange of new ideas and existing technical know-how—through workshops and field trips—considerable gains will be made in each of these priority areas.

The programmes will be formulated in upcoming months. Field work is expected to commence as soon as the fall of 1993, with assistance from UNDP.

Approved projects

(all projects subject to modification; sums quoted in US dollars)

Argentina — To preserve Argentina's biodiversity, UNDP is funding a project to ensure the sustainable management of the country's coastal resources through the development of a Patagonian Coastal Management Plan. Under the project, management techniques and legislation on coastal resources for biodiversity protection will be strengthened. The project aims to achieve its goals through a participatory process involving the general public and private enterprise. In particular, community participation in planning undertaken by the institutions involved in coastal resource management will be increased.

UNDP contribution: $2,800,000. Funds will provide international as well as national experts in wildlife, fisheries, tourism, pollution control and education. In-country training in wildlife conservation, tourism and fisheries management and pollution monitoring will also be provided. Executed by UNDP's Office for Project Services (OPS) and implemented by Fundacion Patagonia Natural. (RLA/91/G31)

Cambodia — In preparation for the repatriation and resettlement of Cambodia's displaced population, UNDP is helping ensure that rehabilitation assistance is provided to the communities where the returnees will settle. An Area Development Programme (ADP) is being launched in order to support immediate resettlement efforts as well as longer-term sustainable development projects. The ADP will establish an office to identify, implement and coordinate reintegration activities. The programme will rehabilitate essential infrastructure, improve agriculture and food production output, and increase employment and income generation opportunities. It will also support educational services, health care, water supply and sanitation facilities.

UNDP contribution: $4,969,377. Contributions from the Netherlands and Finland: $2,065,195. UNDP funds will go towards supporting a deputy programme manager, a senior programme manager, a health specialist and a logistics officer. Provincial support unit coordinators, agronomists, water engineers, community development officers and income generation specialists will also be provided. Funds from the Netherlands will be used for multi-sectoral development reintegration activities. Finland's contribution will provide for two experts as well as for multi-sectoral reintegration activities. Executed by UNDP's Office for Project Services and implemented by the District and Provincial Administrations, community organizations and NGOs. (CMB/92/006)

Indonesia — UNDP will assist the government in dealing with environmental health problems. The project will improve the capacity

of the government in the implementation of environmental health programming. One goal of the project is to strengthen food sanitation codes and standards. Another is to revise food processing legislation and improve surveillance and monitoring systems. The project will also strengthen the poison information and treatment centres and better prepare them in handling emergencies. Additionally, a pilot program for monitoring environmental health quality will be developed.

UNDP contribution: $2,516,900. Funds will support a national senior programme manager and international and national consultants. Study tours, in-service training and equipment will also be provided. Executed by the Bureau of Planning of the Ministry of Health. Implemented by the Directorate Generals of Communicable Disease Control, of the Environmental Health and of the Food and Drug Control. (INS/91/019)

United Arab Emirates — Sharjah is one of the least developed Emirates of the United Arab Emirates. The Municipality of Sharjah recognizes the importance of developing its institutional capability to keep up with the increasing needs of a fast growing population. UNDP will help the Municipality achieve accelerated development and deliver public services in a more efficient way. To achieve these goals, the project aims to improve the Municipality's organization, efficiency and utilization of human resources. The project also seeks to strengthen the Municipality's administrative and management capacity.

UNDP contribution: $200,000. Government cost-sharing: $160,866. Funds will provide international personnel, a senior management expert and consultants. Executed by UNDP's OPS and implemented by the Sharjah Municipality. (UAE/92/006)

Printed on recycled paper.

United Nations
Development Programme
One UN Plaza
New York, NY 10017

Human Development

update

Vol. 6, no. 7, 12 April 1993
Published by the Division of Public Affairs,
United Nations Development Programme,
One UN Plaza, New York, NY 10017

UNDP Assists China in Developing a $2.1 Billion Programme to Phase Out Use of Ozone-Depleting Substances

Under a comprehensive action plan mapped out with assistance from the United Nations Development Programme (UNDP), China has embarked on a massive effort to completely phase out the use of ozone-depleting substances (ODS) by the year 2010. Funding for China's ODS phase-out programme — estimated to cost US$2.1 billion over the next 17 years — will be provided by a multilateral fund set up under the Montreal Protocol. This fund helps developing countries meet the incremental costs of switching from using chlorofluorocarbons and halons to other chemical substances that do not deplete the ozone layer.

Among developing countries, China is the largest consumer and producer of ODS, which are used in everything from refrigerators and fire extinguishers to aerosol cans and foam for mattresses, seat cushions and food packaging. In 1991, the Chinese government selected UNDP as the lead agency to help them develop a comprehensive country programme aimed at completely phasing out the use of ODS and promoting the production of more ozone-friendly chemical substitutes.

The action plan, which began to be implemented this year, will involve more than 150 projects. At the regulatory level, China will set up a permit and quota system requiring government permission for the manufacture of any ODS products. The permit system will require ODS manufacturers to follow the phase-out schedule, or risk being shut down or penalized. The government plans to restrict the import of ODS, raise the taxes and prices for them, and strengthen laws aimed at controlling their use.

The government also plans to support the local development and production of ODS substitutes and encourage investment policies that promote ozone-layer protection. A special fund will be set up to support scientists and research institutions in the development of technologies that can contribute to the phase-out effort.

Public awareness about the importance of protecting the ozone layer will be raised through TV, radio, newspaper and magazine campaigns. The government will also issue "green labels" for products that are either ODS-free or made with ODS substitutes.

China has set target dates to end the use of ODS in aerosol cans by 1997 and the foam industry by the year 2000. All phase-out efforts are expected to be completed in the year 2010.

Presented by the Chinese government at the ninth meeting of the Executive Committee of the Multilateral Fund held 8-10 March in Montreal, the UNDP-assisted country programme was praised for its integrated mix of policies, incentives and technologies. It has been designated to serve as a model for other large countries in their effort to phase out ODS.

UNDP Assists Public Administrative Reform in Albania

To help the Albanian government improve its ability to support development efforts, experts from UNDP's Management Development Programme (MDP) and the World Bank, alerted top government officials to the scope of the public administrative reforms that must take place if the economy is to flourish.

At the workshop in Tirana, a Management Training Centre, planned with the help of UNDP's MDP unit, was said to be crucial if Albania's reform programme is to be successful. The centre will complement efforts to strengthen the Faculty of Economics at the University of Tirana.

In this issue:

Approved Projects: Helping Brazil improve and modernize its agricultural research and rural extension services • Assisting the Egyptian Government in its final push to completely phase out the use of ozone-depleting substances • Improving the living standards for small-scale family farmers in Mozambique • Encouraging private sector activities in Paraguay

u p d

Jean-Nicola Marchal, UNDP's Resident Representative in Albania, noted that improving administrative capacity was essential both for democratic stabilization and for the country's ability to provide its people with education, health and other social services, saying, "Training and/or retraining of personnel is a fundamental and central element to the success of all the transition reforms underway or contemplated. This is why we are responding to the government's efforts to create a National Management Training Centre, which will address both private sector management needs as well as civil servants management training needs. It is our hope that this Centre will soon become operational so that the Public Administrative reform will quickly benefit from well-qualified Albanian managers, trained at the centre." UNDP will assist the Albanian government in raising funds for projects designed to promote administrative reform.

An important outcome of the workshop was the creation, in the Prime Minister's office, of a unit with responsibility for the coordination and promotion of administrative reform. Other projects extensively discussed during the workshop were the relation between local and central government; policy coordination in government; aid management; privatization and the control functions of the state.

UNDP to Help NGOs and Developing Country Governments Improve Cooperation On Projects for the Disabled

UNDP will host a seminar this June in Norway to help NGOs and donor and development agencies integrate the needs of the disabled into community-based programmes. Ideally, such programmes would be supported nationally by developing country governments.

The seminar, to be jointly organized with the Norwegian Association of Disabled People, will be followed by meetings in Denmark (in cooperation with DANIDA), in Finland (with FINNIDA), and in Sweden (with SIDA). In the fall of 1993, the University of Manchester will sponsor a similar seminar in the United Kingdom.

At each upcoming seminar, UNDP, through its Interregional Programme for Disabled People (IRPDP), will explain why it is important for governments to integrate projects for the disabled into larger community-based development efforts.

Today, most projects for the disabled are on a small-scale and are supported with grants from charitable organizations. These projects—which typically include anything from setting up schools for the blind to establishing day care centres for the mentally retarded—generally serve only one to two per cent of the disabled population in developing countries. In addition, because these projects are so small, operating costs can be extremely high. Between $300 to $400 million is needed annually to run the 3,000 to 4,000 projects for the disabled currently underway in developing countries. A less costly way of servicing a greater number of disabled people is to train communities to integrate the concerns of the disabled into community-based development efforts. This would then be initiated and managed at the local level.

At the seminars to be held this summer, UNDP will present an outline of a project evaluation system designed to help improve coordination efforts between donor and development agencies and developing country governments; this evaluation system will be tested in the field by NGOs, working under multi-sectoral programmes in collaboration with other UN agencies.

UNDP Supports Study to See How NGOs Should Participate in the GEF

How can NGOs and other grass-roots groups best contribute to the Global Environment Facility (GEF)? This is the question posed by a study supported by UNDP. Founded in 1990, the GEF provides grants to developing countries for environmental protection efforts, identified as those aimed at reducing global warming, cleaning up pollutants from international waters, conserving the planet's biodiversity and protecting the ozone layer. It is managed by UNDP, the World Bank and the United Nations Environment Programme.

At a meeting held 10 March at UNDP's New York headquarters, representatives from developing-country and international NGOs discussed with UNDP and GEF officials ways that grass-roots groups and NGOs can contribute to the GEF at the community, national and global levels. Participating NGO representatives urged that communities affected by GEF projects be consulted in early planning stages and that NGOs and the public be informed about all aspects of project implementation.

Because the GEF is moving from pilot to operational phase, NGOs seek to influence ongoing negotiations about the facility's governing structure. The governments participating in the GEF held a special meeting last month in Rome. They will reconvene in Beijing in May, in Washington next September and in Geneva in December to conclude discussions of the "new" GEF and of funding for the GEF beyond the pilot phase.

UNDP to Help Belize In Sustainable Management of Unique Coastline

UNDP will help the government of Belize develop a comprehensive action plan to manage and conserve one of the Caribbean's most ecologically diverse coastlines. The $2.8 million project will be funded by the GEF.

The coastal area off Belize is home to the largest barrier reef in the

Caribbean. This coral reef system contains a variety of ecosystems unparalleled in the region. Over the years, marine researchers working in Belize have discovered new species of marine life.

The coastline is dotted with numerous mangrove forests that also boast great biological diversity. This land serves as a breeding ground for the American crocodile and other endangered species including manatees, marine turtles and a variety of birds.

Belize's fishery and tourism industries clearly depend on the health of the coastline. Tourism, particularly ecotourism, has been the fastest growing sector over the past five years and is now the number one industry in the country. Fishery products are Belize's fourth most important export commodity, and the reefs are considered essential to the survival of many commercial fish species.

Over the last 11 years, the coastal human population has increased dramatically so that nearly two-fifths of the population lives along the shoreline. To accommodate the growth, development in the area has accelerated—but without an action plan or adequate guidelines to ensure uses of the shore and land are appropriate or sustainable. Hotel and housing builders dredge shoreline wetlands. The cultivation of citrus fruits and bananas near the coastline has resulted in deforestation; this in turn has led to erosion. Coastal pollution is caused by increased municipal and industrial waste.

Under this GEF project, the government will map out a national action plan to promote the sustainable development of Belize's coastal zone. UNDP will help the government strengthen its institutional capacity to manage and conserve the country's coastal resources. Specifically, the project will assist government ministry officials in the development of policies, environmental monitoring, land use analysis, and alternate cropping systems.

The government will also receive assistance to launch a public awareness campaign and develop various conservation programmes. Ultimately, marine parks, reserves and sanctuaries will be created to protect endangered species and other marine life.

Aproved projects

(all projects subject to modification; sums quoted in US dollars)

Brazil — UNDP will help Brazil improve and modernize its agricultural research and rural extension services. Today, one institution, the Brazilian Company of Agricultural Research (EMBRAPA), is responsible for all these services. With UNDP's assistance, the government will support the company's efforts to decentralize its training, research and other initiatives. The project will encourage grass-roots activities to the socio-economic and agro-ecological conditions of the farmers. In order to modernize its services, 27 state research/extension teams will assist municipalities and community associations to draw up new agricultural policies.

Government cost-sharing: $9,708,738. Funds will provide international consultants in information and computers. National consultants and experts in rural extension programmes, methodology and rural communications will also be recruited. Government executed and implemented by EMBRAPA. (BRA/92/020)

Egypt — UNDP is helping the Government of Egypt conclude efforts to completely phase out the use of ozone-depleting substances (ODS) as mandated under the Montreal Protocol. The project will help five Egyptian companies switch from using chlorofluorocarbons to other chemical substances which do not deplete the ozone layer.

While industrialized countries are the primary users of ODS, developing countries also use them for refrigeration, aerosols, foams, solvents, fire-extinguishers and other uses. A multilateral fund set up by the Montreal Protocol provides money to help developing countries develop and carry out ODS phase-out strategies. The five companies targeted in the Egyptian government's ODS phase-out effort are the MISR Foam company, the TAKI-VITA company, the Technopol company, the Al-Sharif Plastics Factory, and the Koldair company.

UNDP contribution: $1,139,500. Funds will provide a foams sector expert and other international and national experts as needed. Executed by UNDP's Office for Project Services (OPS) and implemented by the Government. (EGY/92/G61)

Mozambique — To improve living standards for small-scale family farmers and slightly larger-scale private farmers, UNDP will assist in the design of an agricultural development programme for Mozambique. The programme will help farmers develop a long-term plan for all of their agricultural activities in order to increase food crop production.

UNDP contribution: $10,000,000. Government cost-sharing: $3,523,460. Funds will provide for an internationally recruited operations manager, a training expert, a senior land use planner, a land evaluation specialist, a senior farming systems agronomist, a farming systems economist and a field operations coordinator. Experts in maize crop, legume, seed and plant multiplication, and statistics and evaluation will also be recruited. In addition, training and equipment will be provided. Executed and implemented by the Ministry of Agriculture. (MOZ/92/012)

Paraguay — In order to encourage more private sector activities, UNDP will support a project designed to increase the levels of savings and investments in both the public and private sectors. The project will assist the government in modernizing investment regulations and

eliminating restrictions on foreign investment. It will also help the government institute patent protection laws and reform customs and trade practices.

Government cost-sharing: $8,900,000. Funds will provide international experts and consultants in tax policy, finance, arbitration, foreign trade, industrial sector, customs, environment, capital markets and in social security and insurance. National professionals in intellectual property rights, privatization, tax administration and law will also be recruited. In addition, training, fellowships and equipment will be provided. Executed by UNDP's OPS and implemented by the National Economic Team. (PAR/92/015)

Printed on recycled paper.

United Nations
Development Programme
One UN Plaza
New York, NY 10017

Human Development